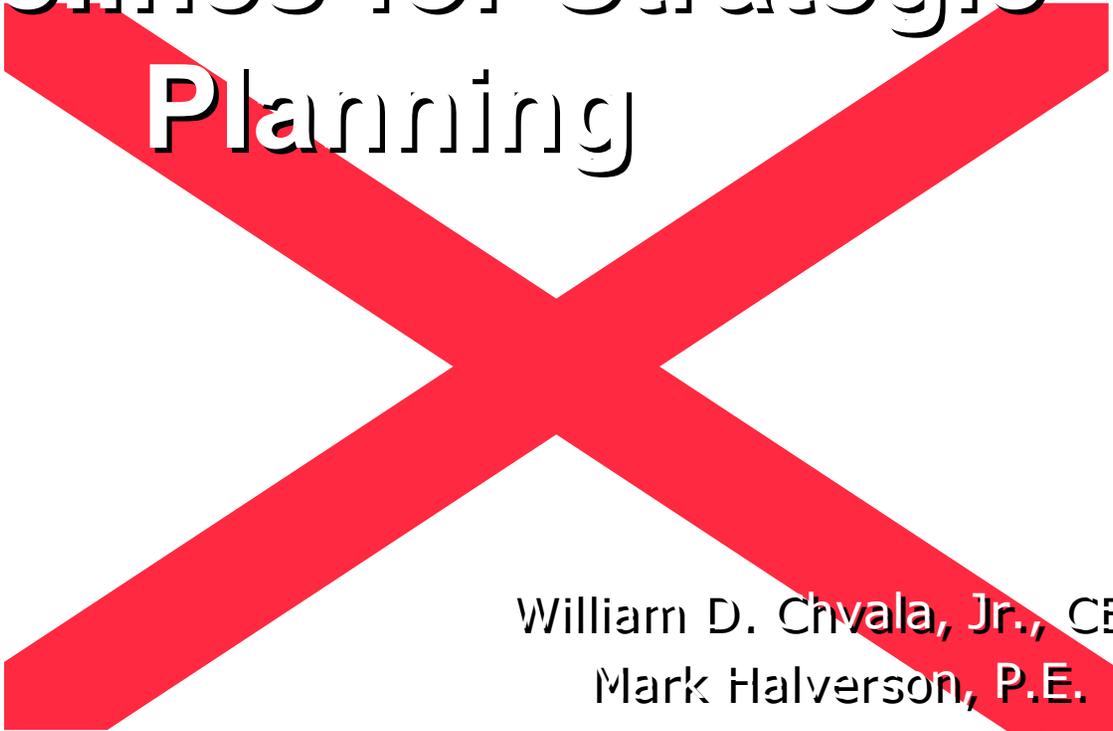


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# Guidelines for Strategic Planning



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# Why do we plan?



Behind the  
Wheel:  
Management  
Focus

**Strategic planning:** The process of analyzing current conditions, defining how they should be, how to get there, and what to do when certain things happen.

Why do we plan?

Reason #1. Because we Have to !

# The Steps of Planning



**Behind the  
Wheel:  
Management  
Focus**

**1. Where are you  
coming from?**

**Find out the stakeholders, rules,  
and regulations**

**2. Where are  
you now?**

**Assess current conditions and  
quantify consumption**

**3. Where do you  
want to be?**

**Prioritize, set goals, and  
determine future needs**

**4. How do you  
get there?**

**Identify potential projects and  
funding sources**

**5. What to do if...?**

**Develop proactive plan for  
contingencies**

# 1. Where are you coming from?



**Behind the  
Wheel:  
Management  
Focus**

- Determine all applicable legislation, rules, requirements (Federal, state, local, agency, site-driven requirements)
- Understand who the players are: utilities, region/agency-level contacts, site management, site utilities staff, etc.
- Open lines of communication
- Begin to assess where the needs lie and set goals about what you hope to achieve.

Use the past to understand the present to determine the future

## 2. Where are you now?



**Behind the  
Wheel:  
Management  
Focus**

- Quantify current use, operations, costs, conditions
- Assess current condition of distribution system, meters, and other equipment
- Analysis of current water end-uses critical to setting goals and identifying projects
- Use available analysis tools:
  - Develop baseline utility data
  - Use metrics (e.g., bench-marking, EUI, etc.) to assess facility performance
  - Conduct audits and model energy consumption for non-metered buildings
  - Use scorecards or self-ranking tools
- Audit, meter, learn

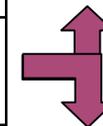


**Behind the Wheel:  
Management Focus**

- Utilize a scorecard or self-assessment tool to determine current conditions or progress.

Topic	Priority	Score (low=0 to high=4)
Policy	10	2
Organization	10	2
Awareness	10	3
Training	10	1
Operations & Maintenance	20	3
Accounting & Information Systems	15	3
Project Investments	25	2

4 = Proactive maintenance program. Most energy consumers, equipment and processes, sub-metered, efficiencies monitored for deviations.



0 = Equipment repaired on failure. No specific monitoring of large energy consumers.

## 3. Where do you want to be?



**Behind the  
Wheel:  
Management  
Focus**

- Assess the future:
  - Mission changes
  - Expansion, demolition, infrastructure changes
  - Align plan with future goals and requirements
  - Align with utility provider or communities on common goals
- Set goals for entire organization and for parts within your organization
  - Develop short-term goals
    - Should be obtainable and within-reach
  - Longer-term
    - "Stretch: goals are good to challenge an organization
  - Identify measurements to determine if goals are met

## 4. How do you get there?



**Behind the  
Wheel:  
Management  
Focus**

- Identify potential projects
  - Develop projects for the short-term and long-term that align with short- and long-term goals
  - Develop large projects that can be funded as a whole or in phases
  - Have list of projects ready to go for quick turn-around funding
  - Score and rank projects to determine best path forward
- Discuss financing options (ESPC, UESC, agency-level, appropriated funds, state benefit, etc.)
- Define future training needs or other expertise required

## 5. What to do when...



**Behind the  
Wheel:  
Management  
Focus**

- Contingency planning
  - Know what needs to be done before things happen
  - Pro-active not reactive
  - Be able to respond to:
    - Equipment failures
    - Drought
    - Emergency outages
    - Terrorist threats and acts
  - Know who to call for each type of event



**Behind the  
Wheel:  
Management  
Focus**

- Do
  - Communicate at all levels
  - Get commitment and buy-in... especially from the boss
  - Organize so your plan is used, referenced, and kept up-to-date
  - Have a sign-off sheet or cover letter
  - Track planned actions and assign responsibilities
  - Assess progress and adjust actions periodically
- Don't
  - Use one-size-fits-all templates
  - Use fill-in-the-blank planning documents
  - Duplicate efforts, but reference existing documents



**Behind the  
Wheel:  
Management  
Focus**

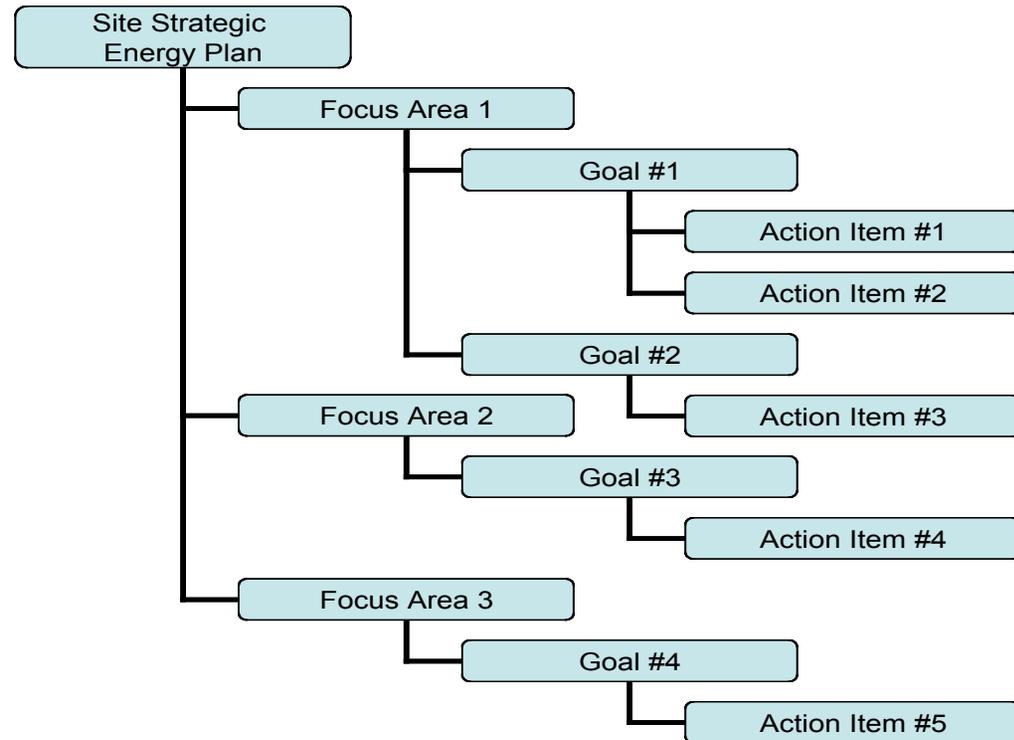
- Determining the primary audience will determine the focus:
  - Site-specific plan
    - Detailed information on site characteristics
  - Regional or multi-site plan
    - Roll up site specifics to describe the region while summarizing the issues and needs at the individual sites
  - Agency-wide planning
    - General information on site characteristics, but focused primarily on setting the direction for the agency

The planning document is a single outcome of the planning process, but not the end result.



Behind the  
Wheel:  
Management  
Focus

- Specific actions should be rolled up into goals that are grouped into focus areas
- Main body of the plan should be succinctly written at a high level
- Drill-down into appendix for specific detail of actions



From Department of the Navy, Shore Energy Business Plan.

# Who can do planning?



**Behind the Wheel:  
Management Focus**

So, your organization needs to develop a strategic plan, but who really has the time? Your team has intimate knowledge of the site and its unique needs, but thinking long-term may be a shift in the way you normally operate. Do you do it yourself or bring in an outside group to help you through the process?

Criteria	In-House Staff	Outside Organization
Has detailed site-specific knowledge	Absolutely	Learning curve
Has the time to devote to the task	Already has many responsibilities	The plan will be their sole focus
Experience in developing strategic plans	May have some knowledge of how this should be done	Has experience developing plans to meet specific needs
Costs	May be a burden on staff resources	Must find funding for external group
Brings a fresh perspective	Focused on "trees"	Able to "see the forest"
Knows what has worked at other sites	Will have to network to see what others have done	Can bring lessons-learned from experience at other sites



**Strategic planning:** The process of analyzing current conditions, defining how they should be, how to get there, and what to do when certain things happen.

*The Planning Document is:*

- *An outcome, but not the main result*
- *Not a one-time activity, but an on-going process*
- *A way to identify and focus on potential projects*
- *A means to set goals*
- *A good mechanism to plan for contingencies*



Behind the  
Wheel:  
Management  
Focus

- FEMP Document, "Strategic Energy and Water Resource Planning for Federal Facilities". (August release)
- In Great Britain, a non-profit company called the Carbon Trust helps UK business and public sector to cut emissions of carbon dioxide, and reduce climate change.  
<http://www.carbontrust.co.uk>
- Georgia Institute of Technology, Professional Education offers Strategic Energy Planning (ENER-2002P)
- Association of Energy Engineer's Creating a Sustainable Energy Plan Online Seminar  
[https://www.aeecenter.org/store/detail.cfm?id=799&category\\_id=4](https://www.aeecenter.org/store/detail.cfm?id=799&category_id=4)
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